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**STUDY
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**ESTABLISHING A FAMILY
SUPPORT LIAISON CENTER**

BY

LIEUTENANT COLONEL JOHN C. WELCH
United States Army

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As a result of Operation Desert Shield/Storm (DS/S), much has been written about the participation of Family Support Groups and spousal Chains of Concern. However, minimal information is available on establishing and effectively managing an installation Family Support Liaison Center (FSLC) to coordinate support for family members of deployed military and civilian personnel during periods of extended absences. This paper is a DS/S Personal Experience Monograph written to provide prospective family support program coordinators basic instructions on "How to organize and manage an effective FSLC", and convey family support lessons learned from DS/S. Having directed a CONUS FSLC which supported 2,200 families in excess of a year, the author sites practical experiences in discussing the five phases of a family support operation: Predeployment, Deployment, Sustainment, Redeployment and Deactivation. The expected outcome of this paper is two fold. First, Commanders should understand they are responsible and accountable for establishing an effective Family Support Program. Second, the current philosophical mind set of "Taking Care of Our Own" should be revised to emphasize family member "self sufficiency" in lieu of "dependency" on the sponsor's unit during periods of extended absences.

USAWC MILITARY STUDIES PROGRAM PAPER

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ESTABLISHING A FAMILY SUPPORT LIAISON CENTER
AN INDIVIDUAL STUDY PROJECT

by

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ABSTRACT

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CHAPTER I

INTRODUCTION

As a result of Operation Desert Shield/Storm (DS/S), much has been written about the participation of Family Support Groups (FSG) and spousal Chains of Concern (CoC). However, minimal information has been published on establishing an effective installation Family Support Liaison Center (FSLC) to coordinate family support for members of deployed military and civilian personnel during periods of extended absences. The goal of this paper is to provide prospective family support coordinators, be they Lieutenants or Lieutenant Colonels, a primer on "How to organize and manage an effective FSLC" and convey family support lessons learned from DS/S. In that DA PAM 608-47, "A Guide to Establishing FSGs" was published in Jan '88, this paper will not go into detail on the formation/activities of FSGs or CoC.

Armed Forces personnel are trained to respond in a timely manner to threats against our national security anywhere in the world. To be successful in their mission(s), both unit and personal readiness must be maintained at a high state as units may be required to deploy with very little notice. For service personnel with family members, the resulting period of separation becomes a part of military life. Sound planning and preparation significantly contribute to minimizing disruptions to normal family/household operations. To effectively plan and prepare for periodic separations, deploying personnel and

their family members must have their personal affairs in order and also know what installation support activities are available to provide assistance.

By now, you have had time to ask yourself, Why did you get saddled with this responsibility? The answer is simple. You were considered by your superiors to be the best person available for the job. You were selected because you have the required leadership and managerial skills to successfully oversee an installation family support operation from beginning to end.

Specifically, you have shown you can effectively organize a staff and run a smooth operation. Your boss has confidence in your ability to evaluate a myriad of situations, analyze all sides of the issues and make the correct decisions. Maintaining a sincere and helpful attitude will be key to the overall success of your mission. You will find that your caring attitude will have a contagious effect throughout you staff, volunteers, and the supported CoC.

Hopefully, by reading this Military Studies Project you will gain a better appreciation for some of the issues you will be exposed to as a family support coordinator. Numerous benefits can be attained from the experience of those that blindly proceeded you in this extremely important position of responsibility. You are encouraged to be receptive to all ideas and suggestions, but remember, "you will not be able to satisfy everyone all of the time". Congratulations on being selected for the job. It will be one of the most unique and rewarding experiences of your military career.

CHAPTER II

ARMY COMMUNITY SERVICES

Over the past twenty years, the demographics of the Armed Forces have changed dramatically. Instead of organizations comprised mainly of single members, the Services have attracted personnel with increased family member responsibilities. Due to the magnitude of this change, the Services have correspondingly increased quality of life programs designed to contribute to the strength of the force. As early as December '63, the Army began to actively address the increasing needs of military families, and eighteen months later established the Army Community Services (ACS). In 1990, there were 166 ACS Centers assisting over 10 million people annually.

The ACS offers several assistance programs and makes referrals to numerous other service agencies when family needs can not be immediately met. During mobilization operations, the ACS is tasked to operate a round-the-clock Family Assistance Center (FAC) using the provisions of DA PAM 360-525 for guidance. The FAC's are staffed with ACS personnel, volunteers, and may have daily representation from Legal Assistance, Chaplain, Housing, Transportation, Medical Department Activity, Military Police, Finance, and the Red Cross to assist service members (SMS) and their families. A volunteer spirit and the tradition for "Caring For It's Own" are viable characteristics of military life exhibited during extended deployment operations. A debt of gratitude is owed to the many retirees, friends and spouses who volunteer and make significant contributions

to the stability of our military communities. These persons are key to the success of any family support program and must be effectively integrated into the operation.

The ACS is an essential element of every installation's outstanding Directorate of Personnel and Community Activities (DPCA) SM support program, but should not be confused with the mission and assistance provided by an installation FSLC. The FAC may normally be associated with the installation Consolidated In-Out Processing Center, while the "deployment" FSLC may be located in a building vacated by one of the deployed units. Both organizations complement the other and should be organized to preclude duplication of effort.

Throughout the course of the operation you may be asked, "If the installation TDA authorizes a Family Support Division within the DPCA, why would a FSLC be necessary?" The answer is simple. The command group directed the individual responsible for assisting spouses of deployed personnel would be a military officer and organized the FSLC under the control of a rear detachment commander to ensure the needs of family members of deployed service personnel would be closely monitored and resolved in a timely manner. This decision permits nodeploying service members and their families to use the ACS FAC for assistance on matters not related to the deployment operation. The benefits derived from dual hating you as the Rear Detachment Commander and FSLC Director will become apparent as you read through this DS/S personal experience monograph.

CHAPTER III

ESTABLISHING A FAMILY SUPPORT LIAISON CENTER

One way to effectively plan to organize your FSLC is to think of your mission as an operation with five distinct phases. These phases may be referred to as: Predeployment, Deployment, Sustainment, Redeployment, and Deactivation. Distinct responsibilities must be assigned and actions accomplished in each phase, or your operation may not be as successful as you would like. The following actions should occur, as a minimum, during the phases listed below:

PREDEPLOYMENT

During this initial planning phase you should make the effort to meet with any designated/potential deploying commander(s) or his representative(s) and become familiar with the unit's deployment mission (location, duration, etc.). You should also identify your FSLC facility (building); select, brief and train your staff; arrange for administrative support (SSSC account, phones, etc.); obtain military vehicle operator permits for your staff; and hold an initial coordination meeting with applicable installation staff activities. The main purpose of this meeting is two fold. First, to identify and assign/inform everyone of their added deployment mission responsibility; and second, to develop an informative installation activity "Predeployment Briefing" (given by the installation staff proponents) for deploying personnel and their family members once a unit is identified for deployment. As a minimum, the following staff

activities should discuss support services provided in their areas: Chaplain, Director of Housing, Staff Judge Advocate, Finance and Accounting, and Army Emergency Relief or equivalent.

DEPLOYMENT

Plan to initially operate the FSLC on a 24 hour basis. The situation may change, thus permitting you to provide the same assistance, but with a two shift operation (0700-2100, M-F), augmented by an on-call NCO. Once you analyze the scope of family member assistance requests, i.e. volume (frequency) of problems, and when (time) these problems are called into the FSLC, then you will be better able to determine your optimal hours of operation. Remember, do not lose sight of "Why" you are there, and "Who" you are supporting.

You may wish to coordinate with your supporting military medical facility (hospital), to ensure you get a daily admissions and disposition (A&D) listing of those family members you are supporting. You are encouraged to develop a program which will ensure each patient is visited daily by either a member of the FSLC staff or the unit CoC. If possible, it is strongly recommended you talk with the major deployed organization (i.e. Division, Brigade/Group, etc) at the same time daily, to coordinate/resolve family support matters. You will find this daily overseas conversation to be your life line to facilitating timely responses and arresting numerous unfounded rumors.

SUSTAINMENT

Regardless of the duration of the deployment, numerous problems/hardships will arise. Consistently displaying patience and understanding will be imperative when dealing with those you are supporting. Maintaining accurate records/logs on family member problems and conversations will greatly assist your staff, the installation staff activities, the CoC, and the chain of command in determining the appropriate assistance/action to be taken in a given situation. An example of a useful Spouse Data Sheet (Record of Conversation) is at Appendix A for your information.

Extreme care must be taken to safeguard all sensitive information. Throughout the course of the operation, numerous issues will arise that should not become public knowledge. You and your staff, to include your volunteers, should ensure internal FSLC procedures protect all sensitive and personal-in-nature information. Insist on sound administrative practices to enhance the FSLC's credibility!

It is during this extended phase that the FSLC staff should contact each spouse at least twice per month. In addition, the staff will work with the installation staff and the CoC, to sponsor numerous activities and routinely distribute information (Newsletter) to keep family members informed of installation activities and the "official" situation as changes become available through the Chain of Command.

REDEPLOYMENT

The planning which occurs to support this phase is most important. All concerned should want to go the extra mile to ensure everyone wishing to meet their redeploying friend or family member, receives accurate information on the return date/time/location so as to not miss the reunion. The necessity for effective coordination is paramount in this regard. The visibility and need for accuracy can be equated to that of a funeral detail, as the FSLC will only get one opportunity per returnee. Redeployment notification procedures are at Appendix B for your information.

Everyone's best effort must be solicited. You can be assured planes will land, boats will dock and buses will arrive regardless of the presence of family members, dignitaries, bands or well wishers. Therefore, when you can influence the action, you are encouraged to become personally involved; ensure each homecoming celebration is the best that can be provided given the available resources. Instructions for Homecoming Activities are at Appendix C for your information.

DEACTIVATION

This phase is much more than just a debrief to your Commanding General and preparing an After Actions Report (AAR) for your MACOM. You are encouraged to consider involving your PAO, command historian and other pertinent installation staff proponents in assisting you in telling your story. The more thorough your report, the better your installation's program will be for the next deployment. Please make

the extra effort and use a little more time to ensure every shortfall and corrective action is included somewhere in your report. Even those actions you may have considered routine several months into the operation, may have been some of your biggest hurdles during the earlier stages of the deployment. Remember, anything you encountered during your watch may very well become a stumbling block for someone else on a future family support operation.

CHAPTER IV

FAMILY SUPPORT LIAISON CENTER CONSIDERATIONS

Now that you have been given the mission, what should be your major considerations when establishing your FSLC? You may wish to consider these five elements as building blocks:

Personnel requirements

Materials/Equipment requirements

Facility requirements

Installation Staff Services available/required

Activities (seasonal) and Entertainment events

Each of these issues may require differing amounts of time and effort to coordinate, since you may be starting from scratch in some areas. As mentioned previously, when developing your personnel and materials requirements you will want to plan on an initial round-the-clock operation (worse case).

PERSONNEL

You will first want to determine how the FSLC should be staffed? What military personnel (rank/MOS) or civilian personnel (grade/series) are best suited for this mission based on prior experience or on-the-job training in this field? In addition, you may want to consider from those available, but not qualified/trained, who could become an effective member of the FSLC staff with minimal

supervision or administrative training? Initially you may want to plan staffing your FSLC with a minimum of thirteen personnel. The following organizational structure was sufficient during Operation DS/S to provide adequate support for up to 2,200 families in excess of thirteen months. However, serious circumstances may develop (i.e. mass casualties) that may require you to augment your initial staff with additional resources.

<u>Position</u>	<u>Rank</u>
OIC	O-3/O-2
NCOIC	E8/E7
OPNS NCO/Asst NCOIC	E6
Shift Supervisor	(2) E6/E5
Admin Specialist	(6) E4/E3
Driver	<u>(2)</u> E3/E2

Total ... 13

The MOS training and prior experience each of these persons brings to the Center staff will contribute to ensuring spouses are referred to the proper installation activity/proponent for timely resolution to their problems. As the learning curve of your staff improves, the more routine matters may be handled easily by the administrative specialists/drivers and the crisis situations may be required to be handled by the more senior staff personnel. As the staff gains experience, you'll find the administrative specialists will seek increased responsibility as they gain confidence in their ability to provide a broader range of assistance.

Depending on the circumstances, there may be a need for a full time Chaplain or an assistant to be located in the FSLC. Eventhough it may be beneficial to have either or both of these persons occupy an office in the FSLC, your installation Chaplain may only be able to provide you area/unit coverage from a centralized pool of his available resources.

You should constantly remind yourself that your mission is not the only mission on the installation. The installation's religious activity programs will continue to function eventhough Chaplains assigned to deploying units may have deployed with their unit. Thus, there may be considerably fewer Chaplains to handle potentially more issues during periods of deployment. You may wish to consider requesting the installation Chaplain detail one of his staff Chaplains to the FSLC as an additional duty. Although he may not be yours full time, he may attain a better understanding of your operation and become more familiar with the unique/immediate problems being experienced by the supported family members. If your installation has a Family Life Center administered by the installation Chaplain, you may also consider it when referring family members in need of counseling services. Counseling will be discussed more in the section on Installation Staff Services.

MATERIALS/EQUIPMENT

What automation and office equipment will you need to support your operation? The fact that a piece of equipment is not readily available should not influence your request. If you feel you need

it, request it! While you are planning your operation, you must keep in mind the clock is ticking and your first unit to deploy is getting closer to staging on the ramp. Thus, it is essential for you to make your request for automation equipment known immediately, as the majority of the installation's excess automation equipment may be deploying with the units. Remember, at some point in time, you must capture all pertinent FSLC assistance data as you will be requested to include this information in your weekly/monthly SITREP's, briefings and/or your AAR.

You are encouraged to initially request, as a minimum, two computers with modem and printer. One may be primarily used for routine office correspondence, preparing briefings and memorandums. The other computer (DBASE) may be dedicated to tracking data/information on each spouse (family member) to include current location (permanent address), phone number (home/work), children's name, problems, special considerations and much more. In setting up your tracking program, you may wish to establish a series of problem codes which will allow you to sort or compile listings/data alphabetically, by SSAN, unit of assignment or deployment (if different), or type of problem. A listing of applicable codes and most common problem for each code is provided in Appendix D for your information.

You will find tracking/knowning such information will be helpful throughout your operation. In addition, you may want to request one Deck-Mate word processor or equivalent for preparing the monthly Newsletter, printing mailing labels, and preparing various other correspondence/documents. An electric typewriter may also be helpful

when updating checklists, preparing short memo's and completing various reports, requests or documents. One color television with cable (CNN/CSPAN) will be necessary to periodically entertain visiting children and keep spouses abreast of deployment news updates. You may wish to encourage playing current "in country" unit VCR tapes throughout the day for visiting spouses and friends. In addition, numerous baby toys, a play pen and a changing table are necessary to accommodate the needs of spouses when visiting the FSLC with babies. The availability of a child's playroom is advisable as it can be used as a nursery during spouse meetings at the FSLC.

A minimum of eight "class A" phone lines will be required to accommodate the large volume of anticipated telephone queries and initial information dissemination. Also, you can expect your staff to spend a great deal of time coordinating and conducting procedural checks with installation staff activities and the supported CoC. You are encouraged to designate these lines by dedicating four as inbound and four as outbound, with the numbers of at least two outbound lines remaining unpublished and reserved for staff use only.

Hopefully you will implement an "exchange of information" program whereby the FSLC makes verbal contact with each spouse twice/month to check on family status and pass information. One answering machine will be necessary to support routine calls during non-duty hours (emergency calls should be referred to the installation SDC) and you may wish to consider obtaining an 800 line if a large percentage of spouses you support are required to make long distance calls when requesting FSLC assistance. You will find that one copy machine will

be used extensively for this operation. This machine should not be used to reproduce the monthly Newsletter as the installation printing plant can print it much cheaper. In addition, the Center will require a SSSC budget equivalent to an administrative company (\$1500) and a metering (stamp) budget (\$1500) for mailing information (Newsletters) to off post residents on a scheduled basis.

FACILITIES/FURNITURE

The physical plant should be no less than the approximate size of a company headquarters, permitting one office for the OIC, one for the NCOIC, one for the Operations NCO, one for the children's play room, one as a CoC spouses/volunteers work area, and one large orderly room used as an administrative/reception area. If you are fortunate to have a Chaplain assigned to you, he will need to have a separate office to conduct counseling. Appropriate furniture will be required to furnish each of these areas. Two latrines will be desirable for male and female personnel/spouses as quite often a single latrine could be occupied for lengthy periods while spouses attend to the basic needs of their younger children.

Two more areas will be key to your operation. It will be beneficial if both can be collocated with the FSLC, but if not, should be made available as close to the Center as possible. First, you will need a conference/activities room that will seat a minimum of 50 people, as your facility will be utilized for numerous small group/CoC meetings during the operation. Secondly, you will need access to a parking

lot with security lights that will accommodate a minimum of 150 cars. You may find that additional parking could become necessary on pay days and when the FSLC hosts "Special Events".

INSTALLATION STAFF SERVICES

The coordinated effort of the FSLC and the installation proponent activity will be required to ensure maximum utilization of limited resources with no duplication of effort. Thus, the FSLC should be designed to operate as a clearing house with the mission of referring spouses with problems to the appropriate installation activity.

Army Community Services

Your ACS office should have ample copies of "Family Member Resource Guides" which may help family members locate the appropriate installation activity office for assistance. This Guide will explain the numerous installation activities/resources available for their use, and provide the office hours, phone number and on-post location. The following ACS services are available to eligible family members, especially during periods of extended deployment:

Respite Care Program - Depending on the number of spouses you support and the duration of the operation, you may be faced with instances where spouses may be unable, either physically or emotionally, to properly care for their children. Once it is known that a spouse will be temporarily absent from the home (3-5 days), appropriate care must be provided to the children. A system must be

in place which will permit the children, regardless of age, race, or special needs, i.e. diapers or physical disabilities (dialysis, oxygen, wheelchair, etc.) to be cared for while their nondeployed parent/guardian is temporarily absent from the home.

Hopefully, your installation's Respite Care program will have in excess of 15-20 licensed providers trained to handle all types of special situations. Simple things such as the availability of diapers, baby bottles/warmers, sterilizers and infant car seats may not seem important until you are notified at 0200 that a spouse being supported by the FSLC has been admitted to a local Psychiatric Hospital, and no one seems to know what to do with the (three) small children. You must become familiar with this program, as the spouses you support may not voluntarily admit themselves for psychiatric help unless they are convinced that their children will be well cared for during their absence.

You must exercise caution when utilizing the CoC or neighbors in such cases. Past experience has shown that the CoC, neighbors and friends may be extremely willing to assist when they can, but no one in the CoC or neighborhood should be made to feel obligated to assist with caring for the children. Again, you should check to ensure procedures are in place to handle such a situation round-the-clock. If thorough procedures are not in place and been satisfactorily tested, your responsible staff proponent has not done their job and the installation will be criticized for not caring or not being prepared. This program is very important; get involved and make things happen!

Budget Counseling - You may find that several spouses do not have a clue concerning their family monthly financial obligations. The primary reason most often given cite the sponsor as being responsible for paying the bills. You may experience situations in which months will pass and spouses will not have paid the monthly home mortgage or rent, car payment(s), credit card balance(s), etc. This matter may come to your attention either as an eleventh hour repossession or eviction action. You should refer the spouse to the Staff Judge Advocates' Legal Assistance Office and the ACS budget counseling office to achieve solutions to both the short and long term issues.

Quite often, you working closely with Army Emergency Relief (AER) or a similar sister Service assistance agency, will be able to resolve eviction situations with local landlords by assisting the affected family to obtain sufficient funds (via a loan) to cover back rent and unpaid utilities. Train your staff to handle these issues as numerous cases may arise throughout the duration of the operation.

Note: You may recall that AER converted \$11.2 million in loans made during Operation DS/S to grants and cancelled all reimbursement allotments. Those persons who had borrowed money during a specified period were notified that their loans did not have to be repaid, but any/all donations to AER would be greatly appreciated. You should exercise caution during your operation in this regard, as some persons may purposely fall behind in their financial obligations thinking AER will bail them out again!

Loan Closet - You are encouraged to become familiar with what is available through this program. You may experience instances where families (with several children and a low income) arrive on your door step totally unprepared to establish a household. In addition to the items normally found in the Loan Closet, your Housing Office (Furnishings Manager) may be in a position to provide (loan on a 30/60 day hand receipt) items of excess barracks furniture, i.e. beds/mattresses, tables/chairs and lamps until other arrangements can be made by the relocating family to obtain these items elsewhere.

Child Development Services/Child Care Program - Your installation Child Development Services (CDS) support program will be an important resource throughout the deployment operation. Numerous activities will be scheduled for the supported spouses that will necessitate the expanded availability of quality child care. Your DPCA will work with you closely to ensure quality child care is available for these events and will determine when child care will be provided at either a reduced rate or free of charge. Eventhough your installation's Non-Appropriated Fund budget may be limited, contributions by outside agencies to your installation's "Deployment Activities Fund" may be used to defray child care expenses for certain installation sponsored activities. Also, expanding the hours of the Child Care Center on Saturday mornings may be helpful to those spouses that work outside of the home during the week and Commissary shop on Saturdays.

STARC Coordination Program - If your installation is designated as a mobilization station, you may experience problems with family members known as "camp followers". These are family members who pack

their worldly possessions into the car and accompany their military sponsor to the mobilization station. Once the sponsor deploys, you may find that several families elect to remain in the vicinity until their military sponsor returns eventhough they are not entitled to travel expenses, dislocation allowances or government quarters. Of course, you will do whatever you can in the short term to meet their basic needs, but their long term support is normally provided by State Area Command offices (a part of the State AG's Mobilization Office).

Depending on varying situations of mobilization designees processing through your installation mobilization station, the FSLC and the installation activities may need to provide short term assistance. Such assistance may be in the form of locating inexpensive housing, providing ID cards, DEERS enrollment, etc. prior to their being assisted by the applicable STARC Family Assistance Team Coordination Office. Applicable STARC referral services and POC's are provided at Appendix E for your information.

Joint Service Family Member Symposiums - If your installation happens to be located in the vicinity of major sister Service installations, you and those you support may be invited to participate in Joint Service Family Member Symposiums. You should encourage participation in these worthwhile events. Several state and local politicians, senior commanders, and Service support agencies (i.e. USO, AUSA, AFA, Navy Relief, etc.) go to great lengths to organize these meaningful and informative family support programs. Again, depending on the length of the deployment, 3-4

symposiums may be conducted within the period of a year. Usually these symposiums are "theme" oriented. Themes may include initial deployment concerns/issues, a holiday party (Thanksgiving or Christmas), followed by an Easter or end of school celebration, and culminate with a symposium on reuniting families upon redeployment. Your installation ACS staff will work closely with the symposium coordinators, your staff and the CoC to ensure that families of deployed soldiers are provided the necessary information to assist them in adjusting to their sponsors extended absence and return.

Installation Medical Facility

You are strongly encouraged to develop a good working relationship with the following key personnel on your hospital staff: the Deputy Commander/Administrative Director, SGM, Chief of Social Work Services, Chief of Patient Affairs, and Chief of OBGYN, (if available). You may have the opportunity to work several cases with each of the persons and you will want to ensure that whatever the issue, the family members you are supporting receive timely and appropriate care/assistance.

Family Advocacy Program - The Chief of Social Work Services will assist family members experiencing conflict with children and anger affected by separation and high stress situations. At your installation, he may be dual hatted as the Army Family Advocacy Program (AFAP) coordinator. The AFAP aids in preventing spouse and child abuse and related problems. AFAP identifies, treats, and provides services to rehabilitate and enhance family member quality

of life. These services include, but are not limited to the following:

- * Ensure family members receive medical, legal, law enforcement, and counseling assistance.
- * Develop awareness programs to enhance healthier family life.
- * Provide services to prevent recurrences of family violence.

Get to know the Chief of Social Work Services and the AFAP Coordinator as you may have many late night dealings with them.

Psychiatrics - Again, depending on the duration of the deployment, you may experience numerous cases in which the spouse is temporarily separated from the family and placed into a psychiatric hospital for either a short period (3-5 days) or possibly up to 2-3 weeks. Work with the attending physician to ensure the timely dispatch of an initial Red Cross message, accurate updates, and or valid requests for service members return when determined to be in the patients best interest. Remember, the physician can only recommend the service member return and the deployed commander approves the travel and specifies how long the service member can be on leave from his unit to attend to this matter. These cases may be among your biggest challenges. You are encouraged to handle each one on it's own merit and do not take anything for granted. Check and recheck all family support procedures as your persistent action may identify a procedural shortfall that can be immediately corrected before simple problems with simple solutions escalate.

Pediatrics - You will be amazed at the number of children that will be hospitalized during an extended deployment operation. It is imperative that you are aware of WHO they are, WHY they have been admitted, and WHAT is the diagnosis and prognosis. You are responsible for ensuring someone from the FSLC or the CoC visits each patient daily. You may find that some of the younger, less mature spouses will find it harder to cope with these situations. If you find this to be the case, you may want to devote more of your time to visitations, especially on weekends and holidays when there is reduced activity on the ward floor and time appears to crawl.

Special situations may arise that will require you to visit patients as often as three times per day, but the majority of cases will require only a short daily visit. One of the major issues associated with admitting a child in a household of two or more children, begs the question, Who will take care of the other children if the spouse elects to remain at the hospital overnight attending to the hospitalized child? Relatives, neighbors, and close friends are good alternatives when time allows for planning, but not always will the plan work. Therefore, an installation round-the-clock respite care program must be available to care for the other children of both on and off post families when this situation becomes necessary.

Expectant Mothers Program - If your operation is for an unspecified duration, you may wish to work with your supporting military OBGYN medical facility to initiate a program called "Labor of Love". This was simply a FSLC initiative whereby expectant spouses of deployed military personnel were paired with another

expectant spouse or supporting friend, and they assist one another throughout their pregnancy. Care must be taken when pairing expecting partners to ensure 3-4 months separate the due dates so the first spouse to deliver will be available to assist her partner when she's ready to deliver a few months later.

Religious Affairs Programs

Take advantage of all the professional assistance provided by your command Chaplain and his dedicated staff. You will find that they excel in all types of counseling. Numerous issues may arise which encourage spouses to seek general counseling, i.e. coping with long term/frequent separation(s), maturity/confidence/self-esteem issues, and the more harder to deal with issues of death and grief. During the first 90 days of deploying troops to Operations DS/S, one of the major items of concern among spouses was Saddam Hussein's apparent willingness to use chemical munitions and the resulting chance for mass casualties. Although the Chaplain was not an expert on chemical warfare, he was able to comfort the spouses by addressing their concerns and assuring them that each person that deployed had been provided sufficient training and the best protective clothing and equipment to survive a chemical attack.

Your Chaplain has been trained to provide many valuable services to your military community. He is aware that numerous temptations will arise during the deployment for both partners. If a marriage was on a shaky foundation before the deployment, it may be less stable as a result of a long separation. For this reason, much of the Chaplain's

time will be devoted to marriage counseling and preparing/conducting reuniting seminars upon the conclusion of the operation.

Hopefully at no time during the deployment operation will there be the need to conduct a memorial service. However, if the need arises, the chaplain will conduct the service with the assistance of the FSLC staff, deceased's unit and friends.

Inspector General

During the initial stages of the deployment alert, numerous persons scheduled to deploy may attempt to find an alibi/reason for not deploying with their unit. Such an action will no doubt become a source of frustration to the command. Past experience has shown the installation Inspector General (IG) receives calls for assistance regarding: Why someone would be required to deploy within 6 months of their ETS?; Why persons not working in their MOS should have to deploy in a job which they have received no training?; What law authorizes the military to involuntarily extend someone past their ETS?; and How can SMS be sent to war without a rotation plan?

The IG, along with the proponent installation staff element, repeatedly provide appropriate responses along with valid reasoning. However, they may be unsuccessful at always convincing the requestor that eventhough the pending operation may pose as an inconvenience to the deploying service member and/or his family members, the questioned laws and policies are valid and the service member's presence is required on the team.

You may find as the rear area commander, that several of these persons will exhibit less than satisfactory performance in the theater of operation and be returned to your installation for appropriate disciplinary/separation action. You will find that those personnel falling into this category may again seek the assistance of the IG, in addition to the Chaplain and possibly their Congressman to prove that they should never have been deployed in the first place. Be assured, your IG will thoroughly research each complaint of mistreatment/harassment, and render an appropriate response.

Another issue you may have to involve your IG with is the untimely receipt of information (condition/location) by family members regarding the medical evacuation of personnel from the theater of operation to an overseas hospital for treatment. If you are unable to solve this procedural dilemma yourself, do not waste time. You are encouraged to provide your IG with the facts as you know them to be true and ask him to query Health Services Command on this matter. You will not want to be asked by one of the spouses you are supporting to confirm a third hand rumor that a service member from your installation may have been injured and evacuated to a military hospital in Germany over two weeks ago. To preclude this from occurring, you should work with the deployed commanders in the theater of operation and the AG Casualty and Mortuary Affairs personnel to ensure family members receive timely information when situations like this occur.

Staff Judge Advocate

Throughout the course of your operation, you may have numerous opportunities to refer spouses to the Staff Judge Advocate (SJA) for legal assistance. Some of the more routine actions include requests for General and Limited Powers of Attorney and initiating a will. Past experience has shown very few claims questions are raised during deployments as time windows for submitting claims are expanded when the sponsor is deployed. In addition, few tax questions may be raised as military sponsors may be granted a grace period for filing taxes subsequent to their return. On a sad note, however, past experience has shown numerous spouses will seek assistance in regards to applicable state divorce/separation laws.

Finance and Accounting Office

You are encouraged to initiate a program whereby each month the FSLC, in coordination with the Finance and Accounting Officer (F&AO) distribute the Leave and Earnings Statements (LES) to spouses in order for them to know the exact amount deposited into their sponsor's bank account on payday. The same information could be provided over the phone by a bank teller to the spouse, but many spouses will feel a sense of security if they are in possession of a mid-month and end-of-month LES. You may want to request a F&AO representative be available in the FSLC on paydays to answer spouse questions on allotments and entitlements (i.e. base pay, family separation pay, hazardous duty pay, BAQ/VHA, COLA, separate rations, and special incentive pays such as sea pay). Having a knowledgeable

F&AO representative on-site will preclude spouses from traveling across post to the Finance Office just to be told to come back tomorrow as only "no pay due" personnel are assisted on paydays. You should encourage the F&AO to support this program as it will cost him only one man-day per month and will result in favorable comments towards his organization.

As an aside, those spouses of personnel either assigned to your installation that do not get a hard copy LES or others that may not be assigned to your installation, but are being supported by your FSLC (spouses either visiting or living with relatives/friends in your area), can also be provided the LES "paid amount" within 24 hours. All you have to do is provide the F&AO the service member's SSAN and the amount can be provided the next morning via "COA HOST" (electric mail) by the US Army Finance Center at Fort Ben Harrison, Indiana.

When W-2 (tax withholding) forms are ready for distribution, you may find DS/S policy procedures set precedent. That being, the original W-2 form was distributed to the service member at his overseas location and a copy was made available to the member's spouse by the servicing CONUS installation F&AO. If the FSLC is given the mission of distributing W-2 forms, you are strongly encouraged to implement a procedure which ensures no forms are lost or distributed incorrectly. You may want to consider obtaining a signature for each form distributed, the same as you would for any controlled document.

Adjutant General

The installation Adjutant General (AG) will be a key player on your family member support team. The AG organization will provide ID cards when appropriate, as well as various other administrative services. One of the missions of the AG is manning the round-the-clock Casualty and Mortuary Affairs program for your installation's geographic area of responsibility. In this capacity, the AG has the responsibility for managing the Death Notification Program as well as the Survivor Assistance Program. In addition, the AG has partial responsibility for the Burial Detail Program, however, this program may be the responsibility of your installation's Director of Security, Plans and Operations. Eventhough, by virtue of your round-the-clock mission may be exempt from these duties, you should become familiar enough with the programs to explain the local procedures to your CoC and inquiring spouses.

Red Cross

The Red Cross Coordinator at your installation is a field representative involved in managing a worldwide emergency notification program. Depending on the volume of message traffic and the availability of satellite communication resources in the theater of operation, you may experience life/death notification messages taking up to 72 hours to be received by a service member, MEDIVAC notices up to 7 days, and routine messages from 10-14 days. Do whatever you can to foster a good working relationship with your local Red Cross staff as you will invariably require their timely

assistance on an emergency case either late at night or on a weekend. As time passes, you will get to appreciate some of their dilemmas in managing a worldwide communication system and the problems associated with getting a priority message to a soldier who may be driving his vehicle to a destination 300 miles from his parent unit in the overseas theater of operation.

Provost Marshal

You are encouraged to work closely with the Provost Marshal Officer (PMO) and his staff to coordinate and enhance an effective installation Physical Security Program. You may request the PMO provide increased surveillance in the installation housing areas and strengthen the enforcement of the installation's child curfew times. You may also request the PMO notify the local police office(s) to do the same in the off-post communities where spouses you are supporting reside. In addition, spouses must be reminded that installation and state vehicle registrations may expire during the deployment period. The PMO staff will work with you to remind your spouses to ensure they are in compliance with all local and state vehicle operating laws.

Director of Engineering and Housing

You will find that several families will depart the installation and go visit relatives or friends for extended periods during deployments. When extended deployments are anticipated, the Director of Engineering and Housing (DEH) will coordinate and manage a program

for extended family absences from government quarters. Current regulations require more to be done than just notify DEH and arrange for the next door neighbor to water the plants. The major concern is for pipes freezing and the possibility of damaging refrigerators with spoiled food.

There are procedures in place which must be followed when residents of government housing decide to be gone for extended absences. You should become familiar with this program and work with the DEH and PMO (Security Office) to ensure spouses are in compliance with published procedures thus relieving them of negligent action if damages occur during their absence.

PROGRAMS & SPECIAL ACTIVITIES

In addition to being responsible as the installation focal point for family support administrative matters, the FSLC can also arrange/provide numerous programs and activities/entertainment events for supported family members throughout the deployment period. The following FSLC programs and/or events represent a sample of activities that contributed to the overall success of a thirteen month DS/S family support operation:

* edited, and distributed a monthly "Newsletter" which provided updates and information on installation activities

* managed a "Unit Sponsoring Deployed Soldier Spouses" program which provided Self-Help/U-Do-It assistance to on and off-post family members. A Copy of the program SOP is at Appendix F for your information.

* distributed hundreds of complimentary tickets to the Barnum and Bailey Circus, Sesame Street on Ice, and the Statler Brothers, Whitney Houston, New Kids on the Block and Kathy Mattea concerts in the local area

* conducted a FSLC Logo/Motto contest, awarding a bicycle to the grand prize winner and provided consolation prizes to every child entering the contest

* coordinated and accompanied sixty spouses to the state capital where they met with the Governor and were recognized by the General Assembly for their commitment and sacrifice to the security of our nation

* hosted a special "Open House" on Military Spouse Appreciation Day, providing over \$2,000 of appreciation gifts donated by numerous on and off post activities/businesses

* coordinated with MCI and a local businessman to sponsor "free" phone calls from family members to their military sponsor deployed anywhere in the world. To have a successful program, much coordination is required with the deployed unit to ensure the service member is present when the call is placed by the family member

CHAPTER V

ISSUES OF CONCERN

In conclusion, one could only hope that after having sat in the seat you are about to occupy and consolidating this information for your benefit, you will want to carefully consider each of these issues and relate them to your own operation.

- * Appointing a Rear Area/Detachment Commander will provide command and control for non-deploying military personnel and a uniformed officer to coordinate the family support program.

- * Rear Commander family support (FSLC) responsibilities are not well known. The next revision to applicable Service directives should emphasize the commander's family support responsibilities.

- * Rear Commanders could be more effective family support coordinators if they were trained to handle a myriad of family support matters and local FSLC procedures evaluated during unit Emergency Deployment Readiness Exercises (EDRE's) or the Brigade/Battalion Command Inspection Program.

- * The FSLC staff and volunteers could be more effective if properly trained to identify the core of a problem and know where to refer a family member for assistance.

- * The FSLC could be more efficient if provided a listing of every SM deployed from the installation. This information would

greatly enhance records keeping, information distribution and redeployment notifications.

- * The lack of a peacetime Family Support Program contingency plan, an incompetent rear detachment commander, and/or an inexperienced staff with little or no knowledge of applicable regulations, should be corrected immediately.

- * Family member readiness, incident to deployment, is the sponsoring service member's responsibility. The adequacy of a family readiness program can be evaluated during a unit alert.

- * CoC should be concerned with the "social and emotional" aspects of supporting family members and leave the "official" support assistance role to the rear detachment commander, the FSLC staff and the proponent staff activity. Watch for "burnout" as persons saddled with immense responsibilities may "run out of gas" during the latter phases of an extended deployment operation. Be careful to not use/abuse the CoC as each of your spouses has assumed greater responsibilities in their households and do not need added pressure from the FSLC.

- * The CoC should not be responsible for diagnosing family member problems but should refer them to the FSLC for assistance. The FSLC will ensure timely coordination with the proponent activity.

- * Neither the CoC or volunteers should be required to transport spouses for "official" reasons as they are not covered under the

"Tort Claims Act". Transportation may be provided by the FSLC in a government vehicle when determined to be in an "official" capacity.

- * The CoC "telephone tree" notification system should be used only sparingly to distribute "official/nice to know" short suspense information. The FSLC staff should have sufficient resources to provide family members routine information on a periodic basis.

- * When feasible, either an approximate redeployment date (month) or rotation plan should be announced to assist spouses in formulating long range plans regarding relocation, employment and schools, etc.

- * Many favorable comments have been noted regarding the Navy family support "ombudsman" program. If this program is considered to be a model for others to emulate, expand it to the sister Services to assist the rear detachment commander in family support matters.

Family Support is an Army program that should not become a spouse problem. Commanders should be responsible and accountable for their unit's Family Support Program.

CHAPTER VI

RECOMMENDATIONS

The following recommendations are provided to enhance current Family Support Programs and ensure qualified/trained personnel are placed into positions of responsibility in the future.

- * Effective programs must be implemented into installation inprocessing procedures to inform both the sponsor and family members what services are available to family members during extended deployment operations.

- * The FSLC should be provided an accurate listing (manifest) of everyone deploying from the installation within 24 hours of their departure. The lists should include name, rank, SSAN and unit. The FSLC will work with the installation AG's office to get addresses and family member phone numbers to ensure accurate information is maintained on each deployed SM.

- * The current "Take Care of Our Own" philosophy should be revised to emphasize "self sufficiency" in lieu of "dependency".

- * Family support responsibilities of Brigade/Battalion rear area commanders need to be identified and policies/procedures developed to ensure the FSLC staff is adequately trained prior to units deploying.

* Family Support program procedures should be evaluated during each EDRE or Brigade/Battalion Command Inspection.

* Officers and NCO's should attain a basic understanding of rear area operations (family support) while attending Service schools. Training should focus on communication skills, benefits and entitlements, information management and installation services. A copy of Family Support References (DA Reg's/PAM's) is provided in Appendix G for your information.

* Installation "deployment" centers must be resourced to provide assistance to family members during periods of extended separation. The Center staff must be trained in administrative and clerical skills, effective communication, benefits and entitlements, and be knowledgeable of the services provided by the installation activities.

APPENDIX A

SPOUSE DATA SHEET

DATE: _____

NAME OF SOLDIER: _____

RANK: _____

SSAN OF SOLDIER: _____

NAME OF SPOUSE: _____

CHILDREN: NAME: _____

AGE: _____

CURRENT ADDRESS: _____

PHONE NUMBER: HOME: _____

WORK: _____

SPECIAL CONSIDERATIONS: _____

NAME OF BABY-SITTER (if applicable): _____

ADDRESS OF BABY-SITTER: _____

PHONE NUMBER OF BABY-SITTER: _____

APPENDIX B

FAMILY SUPPORT LIAISON CENTER REDEPLOYMENT NOTIFICATION PROCEDURES

1. The installation Emergency Operations Center (EOC) will notify the FSLC on-call NCO that a PRELIMINARY MANIFEST is ready for pickup. Once notified, the FSLC on-call NCO will document the time and action of the initial notification for the AAR.

2. The FSLC NCO will contact the FSLC NCOIC/OPNS NCO who in turn will direct members of the FSLC staff to report to the Center. Immediately after notifying his supervisor, the FSLC NCO reports to the EOC to pick up the manifest. Before departing the EOC, the FSLC NCO will ensure the manifest is legible and that every service member listed has a company/detachment designation (not just BN) next to their name and SSAN. (It is necessary to include the unit as all SSANs may not be correct.)

NOTE: ENSURE THAT THE MANIFEST IS NOT STRICTLY RESERVISTS OR NATIONAL GUARD BECAUSE WE ARE NOT RESPONSIBLE FOR PROVIDING NOTIFICATION TO FAMILY MEMBERS OF RC UNITS.

3. The FSLC NCO will take the manifest to the FSLC, reproduce several working copies (retain one clean copy) and the staff will begin screening FSLC records to obtain notification phone numbers for each service member on the manifest.

4. The FSLC OPNS NCO or his representative will notify the Family Support Division to inform them of the anticipated time of arrival, scheduled destination and number of service members on the manifest. (Refer to the DPCA roster for after hours POC.)

5. Once all available files are screened and there are names remaining with NO phone number or family address, notify the applicable BN/unit CoC to inquire if they have any information that will assist in notifying a family member. It may be the SM is single and the FSLC has no family support record on file.

6. Once a thorough screening is complete, if time allows, begin to enter known information on the attached individual notification worksheet (one for everyone manifested) with the SM's name and notification phone number that will be used when "official" notification begins. Using these worksheets will expedite the notification process. A worksheet will be prepared on each SM.

NOTE: Work sheets will be prioritized. Long-distance calls will be initiated first, then local calls and visits, if required.

7. The FSLC staff will check with the EOC periodically for updated information/changes and be informed immediately when the working manifest is declared the "final/official" manifest. The FSLC will not begin the notification process until the EOC releases the "official" manifest.

8. Once the EOC provides the FSLC with an anticipated arrival time/destination/mode of travel (aircraft, bus, etc.) the FSLC staff will complete the following tasks:

- * Contact the Family Support Division POC again to determine when the buses will leave the Recreation Services Center (RSC) for the designated reception airfield or when the RSC will be opened if the airplane is diverted/lands in another state (location) and the service members are bused to home station.

- * Inform the FSLC NCOIC or OIC when the manifest is final/official and provide a SITREP.

- * Ensure sufficient FSLC staff members are notified to assist with making the final notification in a timely manner.

- * Begin "official" notification. If the FSLC staff provides the notification information to an "answering machine", consider this "positive contact" and proceed with the notification process.

NOTE: The goal is to provide a minimum of 12 hours notice to families in the local area and as much additional time as possible to families residing outside the local area. To achieve our goal we must complete as many calls in as short a time as possible. Therefore, maximum FSLC resources will be used when faced with a short notice arrival time!

9. Once the notification process is completed, advise the FSLC OIC or NCOIC and complete the notification log that was initiated from report of the "preliminary manifest".

NOTE: The OIC/NCOIC will inform each senior spouse of units represented on the manifest as well as spouses of senior installation leadership (upon request) when the notification process is complete for each manifest. This notification will also include pertinent information on arrival time and location.

CAUTION: IF YOU ARE IN DOUBT ABOUT ANY PORTION OF THIS PROCEDURE, CONTACT THE FSLC NCOIC OR OPERATIONS NCO IMMEDIATELY!

NOTIFICATION CHECKLIST

SM NAME _____

NAME AND RELATION OF FAMILY MEMBER NOTIFIED _____

SUBJECT; ARRIVAL OF SMS/UNIT _____ to
LOCATION _____.

DATE: _____

AIRLINE INFO OF CIVILIAN FLIGHT OF RETURNING SMS (IF APPLICABLE)

AIRLINE _____
FLIGHT NUMBER _____

LOCAL (INSTATE) NOTIFICATION:

- IDENTIFY SELF
- ARRIVAL OF SERVICE MEMBER ON (DATE) _____
- MUST MEET AT RECREATION CENTER NO LATER THAN _____ AM/PM, REPEAT MEET NO LATER THAN _____ AM/PM TO RECEIVE A RECEPTION INFORMATION BRIEFING PRIOR TO DEPARTING THE RECREATION CENTER FOR THE AIRPORT NO LATER THAN _____ AM/PM.
- HOW MANY FAMILY MEMBERS DO YOU ESTIMATE WILL BE ACCOMPANYING YOU ON THE BUS TO THE AIRPORT? NOTE: THE COMMANDER HAS PREDETERMINED ALL SERVICE MEMBERS WILL RETURN TO THE INSTALLATION ON THE BUS.
- WE RECOMMEND NO SPOUSE DRIVE THEIR FAMILY AUTOMOBILE TO THE AIRPORT AS SERVICE MEMBERS WILL BE REQUIRED TO RETURN TO THE INSTALLATION ON THE GOVERNMENT FURNISHED BUS WITH ALL MEMBERS OF THE UNIT.

OUT-OF-STATE NOTIFICATION:

ANSWERS TO QUESTIONS REGARDING TRANSPORTATION OF SMS AND/OR FAMILY MEMBERS TO/FROM AIRPORT TO INSTALLATION ARE SAME AS ABOVE.

- IDENTIFY SELF
- PROVIDE AIRLINE AND RECEPTION INFORMATION ABOUT RETURNING SM (SAME AS ABOVE)

NOTE: DUE TO THE DISTANCE/TIME INVOLVED FOR THE OUT-OF-STATE FAMILIES TO TRAVEL, BE SURE TO GIVE DIRECTIONS TO THE INSTALLATION. IF SHORT NOTIFICATION IS PROVIDED AND THEY FEEL THEY WILL NOT ARRIVE IN TIME TO MEET AT THE RECREATION CENTER, GIVE INSTRUCTIONS TO THE AIRPORT. ENSURE THEY UNDERSTAND ALL SMS WILL RETURN TO THE INSTALLATION ON A GOVERNMENT FURNISHED BUS AND ENCOURAGE THEM TO RIDE THE BUS FROM THE INSTALLATION TO THE AIRPORT WITH THE REST OF THE FAMILY MEMBERS.

- IF FAMILY MEMBERS WOULD LIKE TO RIDE ON THE BUS TO THE AIRPORT, HOW MANY FAMILY MEMBERS NEED A SEAT ON THE BUS? _____

APPENDIX C

HOMECOMING ACTIVITY PROCEDURES

1. The purpose of these instructions is to establish a plan for giving all soldiers returning to Fort (USA) a welcome commensurate with the outstanding achievements of Operation _____. The plan will ensure service members (SMs) are able to reunite with families in a proper setting, are well treated during the demobilization process and receive support and assistance with reunion issues. As close to the same quality of welcome as possible will be afforded all personnel returning to Fort (USA).

2. The Homecoming plan has four principle parts:

a. Greeting returning active and reserve units and individual SMs at applicable airports, seaports, etc.

b. Providing a welcoming and supportive atmosphere during the demobilization of Reserve and National Guard units at Fort (USA).

c. Offering programs and services to families of deploying SMs to assist in the reunion process.

d. Decorating the installation.

3. The Director of Personnel and Community Activities (DPCA) will have the following responsibilities:

a. Provide "Welcome Home" banners at appropriate reunion sites, across the installation entrances and in the Recreation Center; coordinate all other decorations to include flags and flowers.

b. Coordinate with ARCOM and State Area Command (STARCOM) Family Assistance Officers to develop a homecoming plan for the families of each unit/SM demobilizing at Fort (USA).

c. Develop a list of area accommodations for USAR/NG families who plan to come to Fort (USA) and provide the list to the STARCOM/ARCOM Family Assistance POCs.

d. Determine the appropriate number of family members who will be transported from the installation to the arrival location to greet each returning active and reserve unit. Coordinate with the Director of Logistics (DOL) to provide sufficient bus transportation.

e. Provide escorts for families being transported to the arrival location.

f. Provide a Homecoming Center at the installation Recreation Center which will include:

(1) An area for visiting families to wait for the return of Reserve and National Guard troops.

(2) Refreshments for waiting families prior to their departure to meet the arriving unit.

(3) An information table for the waiting families. It will have free literature of on-post activities/ services and tips for a successful family reunion.

(4) The Snack Bar being open in support of the Demobilization Station and waiting families.

g. Provide education and awareness on family reunion issues as follows:

(1) ACS coordination briefings and provide educational materials on reunion for Family Support Groups upon request.

(2) ACS organize a reunion workshop for all families of SMS deployed in support of Operation _____.

(3) ACS provide information on reunion to demobilizing troops at the Demobilization Station.

h. Coordinate commercial sponsors who will provide gifts, door prizes and coupons to be given to returning SMS.

i. Provide evening activities and entertainment for demobilizing troops in installation clubs and MWR facilities.

4. The Director of Plans, Training, Mobilization and Security will have the following responsibilities:

a. Assign a Colonel or higher and a SGM to officially greet each arrival of troops assigned to Fort (USA).

b. Provide (at the arrival location) a public address system and equipment for recorded patriotic music to be played.

c. Arrange for a military band to be on-hand for each unit arrival. If no band is available, recorded military music will be played.

d. Coordinate transportation of military personnel from point of arrival to Fort (USA).

5. The United Services Organization (USO) will have the following responsibilities:

a. Decorate arrival location(s) as appropriate.

b. Coordinate with corporate sponsors and other organizations to provide greeters at arrival locations.

c. Provide refreshments at each arrival location.

6. The Director of Logistics will provide sufficient numbers of buses to transport families members and SMs to/from the arrival location. A back-up plan will be available to implement, if needed. After coordination with the unit CoC POC's and the Family Support Liaison Center (FSLC), the DPCA representative will give DOL an estimate of the number of families to be transported to the unit arrival site.

7. The installation FSLC will notify all families of active units returning to Fort (USA) as to the arrival time and provide instructions on transportation and other plans for meeting the arriving unit.

8. Reserve and National Guard Family Assistance Coordinators will notify their family support networks and implement internal procedures.

9. Public Affairs Officer will coordinate all media coverage of the Homecoming Activities and installation welcome notices by unit on the installation marquee (if available).

10. The Medical Department Activity (Social Work Services, Community Counseling Center) and the Chaplain will provide professional expertise to reunion briefings and workshops, provide crisis intervention counseling and support groups to assist families with the reintegration process, and assist unit commanders in debriefing and transitioning activities as required.

11. Enclosure 1 is the sequence of events the FSLC will follow when notifying families of SMs assigned to Fort (USA).

FOR THE COMMANDER:

1 Encl

Director
Family Support Liaison Center

ANNEX _____ (Family Support Liaison Center) to Operation Order
Number _____

References: None.

Time zone used throughout the Order: Eastern

1. Situation:

a. General: The Family Support Liaison Center (FSLC) will receive an "official" copy of the Fort (USA) SMS manifest from the Emergency Operations Center (EOC) and immediately begin notifying spouses of the date, time and location of the sponsors arrival.

b. Assumptions:

(1) Flight time from (origin) is approximately ____ hours nonstop.

(2) Within two hours of a flight being airborne, the FSLC will receive an accurate and complete copy of an "official" manifest from the EOC.

(3) The FSLC will have up to 4 hours to notify spouses of SMS flight and approximate arrival time, allowing a minimum of 8 hours for family members to prepare to reunite with their returning sponsor.

2. Mission: Notify spouses and parents/friends of returning installation SMS of date, time and location of returning units. Inform family members of procedures to meet their SM. (The FSLC will only be able to notify parents of single soldiers whose phone number or address is on file at the Center.)

3. Execution:

a. Concept of the Operation(s):

(1) The parent unit headquarters in origin country will provide a timely copy of each "preliminary" manifest with names of Fort (USA) SMS to the EOC as soon as the names on this planning manifest are known. The preliminary manifest is followed by an "official" manifest once the aircraft is airborne. The EOC will receive the final manifest and immediately notify the FSLC during duty hours or the FSLC on-call NCO during off-duty hours (2100-0700).

(2) During duty hours the FSLC will screen/prioritize the manifest and call the spouses or parents who live the furthest away first. During non-duty hours the EOC will notify the FSLC on-call NCO who will initiate the recall staff roster. The FSLC NCO will then immediately go to the EOC to pickup the planning manifest and with the FSLC staff begin to compile a listing of phone numbers for each SMS family. (Using an automated printout of names/SSAN/unit and

ENCLOSURE 1

notification phone number will expedite completing a worksheet on each returning SM.

(3) Once the final manifest is "official" and returning SMS family member address identified, the FSLC will begin the notification process working through the lists (furthest from Fort (USA) to nearest) until all are notified. A limited numbers of questions from spouses and parents will be addressed at this time due to the need to make timely notification to everyone. A FSLC staff member may call the family member back to clarify matters/questions once all notifications are completed.

(4) Commander's Intent: (Goal) Provide timely redeployment notification to every family member whose name has been provided to the FSLC.

b. Coordinating Instructions:

(1) The FSLC OIC will coordinate directly with each Fort (USA) EOC shift leader and reiterate the importance of receiving timely redeployment notification and procedures for notifying the FSLC.

(2) The FSLC will develop an internal plan to ensure timely notification (as specified in para 1b above).

(3) The FSLC will develop a telephonic checklist to be used by each phone operator to ensure that they tell each spouse or parent accurate information regarding date, arrival time, location and greeting procedures (i.e. transportation plans).

4. Service Support:

a. The FSLC vehicle, office and phones will be dedicated to the notification process.

b. Additional vehicles, office phones (class A) and personnel will be made available from other units (duty company) to assist in the event several planes should land at or near the same time.

5. Command & Signal:

a. The FSLC OIC will be responsible for ensuring the notifications are completed in a timely manner.

b. The FSLC NCOIC/Operations NCO will inform the OIC when all notification are completed.

c. The FSLC Operations NCO will ensure the installation Director for Information Management (DOIM) provides sufficient control numbers (block listings of 250 minimum) to preclude the FSLC from coordinating/placing every long distance call (off-post) through the post operator after 1830 hours as is the current installation procedure. Completed control logs will be provided to the DOIM POC the next morning after a log is verified by the FSC NCOIC.

APPENDIX D

FAMILY SUPPORT LIAISON CENTER "PROBLEM CODES"

1. The following "codes" may be helpful in the computation of the FSLC "PROBLEM" database. You can expect the majority of the cases (55%) occurring in the Medical, Communications, and Psychiatric assistance areas.

ALT	Allotment
CAR	Automobile repairs
COM	Communication
CPR	Careprovider
CSP	Child support
DBT	Debt
DVC	Divorce
HSE	Housing
JAG	Legal assistance
LES	Financial assistance (military pay)
MED	Medical
MIS	Miscellaneous
MOV	Moving (household goods)
POA	Power of Attorney (General & Limited)
PSY	Psychiatric
STO	Storage (household goods)
SUP	Support (FSLC & Chain of Concern)
TAX	Income Taxes (Federal & State) & W-2 Forms
TRN	Transportation (medical appointments)
WOR	Work orders (Housing Div, on-post quarters)

2. The most common problem you may expect in each category is as follows:

ALT	Allotment stopped by SM w/o spouses knowledge
CAR	Vehicle broken down
COM	Valid reason to contact deployed sponsor
CPR	In need of child care on a daily basis
CSP	Court ordered child support payment issues
DBT	Rent, utilities and/or phone bill(s) overdue
DVC	Filing for divorce (procedures)
HSE	Housing discrimination and evictions
JAG	Basic legal matters
LES	Requests to mail LES to home address
MED	Red Cross messages, sick children & parents
POA	Requesting new POA from SM, requesting wills
PSY	Depression & stress (professional evaluation)
STO	Information on storing household goods
SUP	Requiring assistance from FSLC or CoC
WOR	Follow-up requests to work orders (housing)

NOTE: When tracking family member problems, you may wish to consider limiting the number of coders to twenty or less. This will enhance more effective management of this program.

APPENDIX E

FAMILY ASSISTANCE FROM LOCAL MILITARY SOURCES AND THE CIVILIAN COMMUNITY

CHAPTER 7, DA Pam 360-525
15 January 1984

If you live near a military installation you will be able to obtain benefits and services that are available for families. What is available will vary accordingly to installation staffing, active duty population, and geographical isolation. However, just because you happen not to live near a military installation does not mean you cannot get assistance, help, or the information that you need.

7-1. STATE AREA COMMAND (STARC)

The State Area Command (STARC), the State Military Headquarters, will provide information and referral services to family members in the State. The STARC will provide current information concerning family support available within the State to include military, Federal, State, and local civilian support to military family members. It will provide government forms and assistance in filling them out.

7-2. LOCAL MILITARY ASSISTANCE, INFORMATION AND REFERRAL

Army National Guard Armories, Army Reserve Commands, Army Reserve Centers, and Recruiting Stations may remain open after mobilization. They may provide assistance, information, and referral for family problems.

7-3. FEDERAL, STATE, COUNTY AND LOCAL HUMAN SERVICE AGENCIES

There are many Federal, State, county, and local human service agencies that can provide assistance and information. Some examples are as follows:

- a. Veterans Administration
- b. Department of Social Services
- c. Public Health Department
- d. United Way Agencies
- e. Alcoholics Anonymous
- f. Parents Anonymous
- g. Salvation Army
- h. Local churches
- i. American Red Cross
- j. United Service Organization (USO)
- k. Legal Aid Center
- l. Hotlines

There may be many other human service organizations in your local community. Look in the telephone directory or ask the telephone operator for assistance.

APPENDIX F

"NONDEPLOYED UNIT(S) SPONSORING DEPLOYED UNIT(S) SPOUSES"

(FSLC Standing Operating Procedure)

1. Purpose. To establish a unit sponsorship program for spouses of deployed service members (SMs). The sponsoring unit may provide basic preventive maintenance within their capability on the home, automobile, etc. of deployed SMs when requested by spouses.

2. Scope. This SOP applies to Fort (USA) nondeployed units, tenant activities, and spouses of deployed Fort (USA) SMs.

3. Areas of Responsibility.

a. Family Support Liaison Center (FSLC) will:

(1) Coordinate initial labor requests from the spouse with the sponsoring unit.

(2) Authorize direct coordination as necessary.

(3) Provide maintenance teams with disclaimer statement for spouse to sign.

(4) Follow up with spouses to ensure work was completed or referred for professional help.

(5) Maintain the SOP.

b. Chain of Concern will:

(1) Advertise the unit sponsorship program.

(2) Refer spouses with maintenance problems to FSLC

c. Nondeployed sponsoring units will:

(1) Provide an NCOIC as POC for maintenance teams.

(2) Establish priorities on work requests.

(3) Provide teams with following skills:

(a) Automotive repair (-10 level maintenance)

(b) Carpentry skills (basic)

(c) Plumbing skills (basic)

(4) Each team will:

(a) Consist of a minimum of one male and one female SM.

(b) Conduct basic preventive maintenance IAW para 3e.

(c) Ensure spouse signs disclaimer before starting any work (Encl 1).

(d) Utilize government tools when available.

(e) Use unit vehicle on official dispatch.

(5) Not accept any payment, gratuity, or barter from spouse, spouse's friend, neighbor or relative.

(6) Note time of arrival at spouse's quarters or off-post residence, document repair(s) made, and time of departure on appropriate unit worksheet (Encl 2).

d. Deployed SM's spouse will:

(1) Request preventive maintenance from FSLC.

(2) Provide address, phone number, and directions.

(3) Provide all materials to complete the repair(s). All material costs will be born by the spouse.

(4) Not offer any gratuity or barter for labor provided.

(5) Sign disclaimer statement before any work is started.

e. The following work may be provided by the sponsoring unit:

(1) Automotive repair

(a) Normal -10 (operator) level of repair.

(b) Check all fluids (water, antifreeze, oils) and refill.

(c) Check/repair or replace lights, horn, tires, filters, etc.

(d) Check/repair water hoses/fan belts.

(e) No repair on brakes is authorized!

(f) Charge or replace battery.

(g) No major repair is authorized, i.e. carburetor, timing belt, engine, alternator, exhaust, etc.

(2) Carpentry repair.

(a) Replace broken windows.

(b) Hang/repair doors.

(c) Install/replace locks.

(d) Winterize, (weather stripping, caulking, etc.)

(3) Plumbing repair.

(a) Unstop toilets, sinks and basins using plunger.

(b) Repair toilet hardware.

(c) Repair leaking faucets.

4. Deployed spouse's sponsor unit list:

Deployed Unit

A - 1

B - 1

C - 1

ETC

Sponsor Unit

A - 2

B - 2

C - 2

ETC

5. Concept of Operation. The Chain of Concern may refer a spouse to the Family Support Liaison Center (FSLC) or the spouse may call the FSLC for support. The FSLC will log the request and determine if it is reasonable as per this SOP. The FSLC will inform the spouse that he/she must bear all costs for supplies, sign a disclaimer, and not offer payment (barter) to the SMS. The FSLC will then notify the sponsoring unit to dispatch a repair team. The team will always consist of a male and female. The team will arrive with the appropriate tools, assess the job and determine if they can repair it or refer the spouse to a commercial repairman. The team will inform the spouse that he/she must provide all repair parts/materials. The senior team member will ensure the spouse signs a disclaimer statement before any work starts. The repair team will keep a log of the time of arrival, work performed and time of departure.

6. Coordinating instructions.

a. FSLC phone numbers are _____ and _____.

b. FSLC POCs for work request(s) are _____ and _____.

c. Unit maintenance teams must always be in duty uniform when assisting a spouse and must always travel in pairs consisting of a minimum of one male and one female.

d. Sponsoring Unit POCs and phone numbers are:

<u>Unit</u>	<u>POC</u>	<u>Phone</u>
(A - 2	SGT Doe	XXX-XXXX)

7. Point of contact for this SOP is (name) at (phone number).

2 Encls
(Not attached)

Director
Family Support Liaison Center

APPENDIX G

FAMILY SUPPORT REFERENCES

To enhance the capability of your Family Support Liaison Center to provide more efficient assistance to those you are supporting, you may wish to establish a library of applicable reference material. FSLC coordinators can order official publications by submitting a DA Form 4569, USAAPC Requisition Code Sheet to the Baltimore Publications Center, 2800 Eastern Boulevard, MD 28220.

The following official publications contain valuable information regarding issues addressed by Family Support programs:

AR 27-3 Legal Assistance
AR 30-19 Army Commissary Operating Policies
AR 40-121 Uniformed Services Health Benefits Program
AR 55-71 Transportation of Personal Property & Related Services
AR 210-50 Installation Family Housing Management
AR 600-75 Exceptional Family Member Program
AR 608-1 Army Community Service Program
AR 608-9 Survivor Benefit Plan
AR 608-10 Child Development Services
AR 608-18 The Army Family Advocacy Program
AR 640-3 ID Cards, Tags and Badges
 (Reserve & Guard Dependent ID Card)
AR 930-5 American National Red Cross
 Service Program

ANGD 600-12 and ANGR 211-1 National Guard Family Programs
 (Joint Army National Guard & Air National Guard)

DA PAM 55-2 It's Your Move
DA PAM 352-5 The Army Family - A Partnership
DA PAM 360-525 Family Assistance Handbook on Volunteers in
 Army Community Services
DA PAM 608-39 Exceptional Children: An Army Parent Handbook
DA PAM 608-43 A Guide to Family Member Predeployment Briefings
DA PAM 608-47 A Guide to Establishing Family/ Support Groups

Special Bulletin 91-2 Center for Army Lessons Learned
 "The Yellow Ribbon"

Ordered to Active Duty - What Now!
 (A Guide for Reserve Component Families)

NOTE: Coordinate with your local DPCA as well as your local sister Service Family Assistance Offices for additional training materials.

You are encouraged to contact the following agencies for more information on Family Support Programs:

Army Family Liaison Office, HQDA, DAPE-ZXF, Room 2D653, The Pentagon, Washington, D.C. 20310-0300. Phone: 1-800-833-6622 or AV 225-7714.

Community and Family Support Center, HQDA (CFSC-SFA), 2461 Eisenhower Avenue, Alexandria, VA 22331. Com1: (202) 325-6112 or AV 221-6112